FORSCOM Approach to Competitive Sourcing

Henrietta White

Carol Lowman

29 March 2000

Decentralized Process

- **FORSCOM has a strong tradition of delegating authority to the Installation Commanders**
  - ✔ **Decentralized A-76 program implementation to the installations**
  - ✔ **Retained oversight role at MACOM within installation and contracting functions**
    - ✔ **DCSPIM is proponent**
    - ✔ **PARC in assist role**
    - ✔ **On-site IPRs, VTCs, tele-conferences, e-mail**

Requirements Strategy

- **MACOM assigned number of FTEs to each installation for study**
  - ✔ **Delegated decision authority to the installations for who, what, where, when**
  - ✔ **FORSCOM installations competing their own requirements**
  - ✔ **MACOM assists installations during PWS, TPP, and MEO development (IPRs, assistance visits, etc.)**
- **Installations stood up steering committees to manage process**

Acquisition Strategy

- **Decentralized to the 13 FORSCOM Directorates of Contracting (DOCs)**
  - ✔ **Defer to the installations to manage their own affairs**
  - ✔ **Spread the workload across the command**
- **PARC provides guidance to the installations**
  - ✔ **Recommended “best value” approach**
  - ✔ **Recommended formal source selection**
  - ✔ **Provides SSAC members, training and other assistance as requested**

Strengths of the FORSCOM Approach

- **Installations are masters of their own destiny**
- **Best value approach**
  - ✔ **Allows installations highest degree of flexibility**
  - ✔ **Installations can select contractors that provide the best technical and managerial solutions to the installations' needs**

Challenges of the FORSCOM Approach

- Large number of studies for same function
  - ✔ Resources strained at installations
  - ✔ Limited pools of expertise
  - ✔ Staffing source selection boards difficult
    - ✔ FORSCOM provided $1.3M to support SSEBs
- Missed milestones in the front end of the process hurt more in the best value environment
  - ✔ Harder to make up time in an inherently lengthier process than LCTA
- Steep learning curve for installations